Final Assessment Report

Communication, Popular Culture & Film (CPCF)
Graduate and Undergraduate Programs
(Reviewed 2021/22)

A. Summary

1. The Department's Self Study was considered and approved by the Senate Academic Review Committee on December 7, 2021.
2. The Review Committee consisted of two external reviewers: Anne MacLennan (York University) and Charles Tepperman (University of Calgary), and one internal reviewer, Laura Cousens (Brock University).
3. The virtual review occurred on April 4, 5, 7, 2022.
4. The Reviewers' Report was received on May 16, 2022.
5. The Senate Undergraduate Program Committee response was received on June 13, 2022. They had no comments related to the recommendations provided.
6. The Department response was received on July 5, 2022.
7. The Senate Graduate Studies Committee response was received on September 12, 2022. It addressed the recommendations and Department responses that specifically refer to graduate education (recommendations #3,#4,#6,#7).
8. The Vice-Provost and Dean, Faculty of Graduate Studies response was received on September 27, 2022. It addressed the recommendations and Department responses related to the graduate program only (recommendation #7).
9. The Dean of Social Sciences response was received on October 5, 2022.
10. Annual Implementation reports will be submitted from 2023-2026.
11. The next Cyclical Academic Review is scheduled to take place in 2029/2030.

This review was conducted under the terms and conditions of the IQAP approved by Senate on May 25, 2016 and the Codicil to the Brock IQAP, approved by Senate December 15, 2021, which serves until the revised IQAP is fully approved by the Quality Council and Senate.

Program Outcome Categories:

Based on their knowledge of the discipline, the content of the Self-Study and the interviews conducted during the site visit, the Review Committee gave the programs the following Outcome Categories:

Program(s)	Excellent Quality	Good Quality	Good Quality with Concerns	Non-Viable
MA Popular Culture				X
BA Business Communication (Honours, Pass and with Major)	X			
BA Media & Communication Studies (Honours, Pass and with Major)	X			
BA Film Studies (Honours, Pass and with Major)	X			
BA Popular Culture (Honours, Pass and with Major)			X	

Concerns raised by the Review Committee, leading to the Program Outcome Categories above, are highlighted below in red. Additionally, please see Recommendation #5, regarding the BA Popular Culture.

Executive Summary:

The Reviewers wrote:

The Department of Communication, Popular Culture and Film in the Faculty of Social Sciences at Brock University supports four programs. The department has weathered some change due to two retirements and one departure in the area of popular culture. The largest number of their students are currently enrolled in the Business Communication Program. They have maintained their registration base over the last eight years, but there has been a shift away from Popular Culture; Media and Communication Studies, and Film Studies, while Business Communication has had a robust registration. The undergraduate programs are of high quality comprising a collection of excellent faculty members with very satisfied students finding employment and places in graduate programs.

At this stage, the MA in Popular Culture has been closed due to declining enrollments, but a completely different MA program in Media and Communication has been designed.

To support the success of Business Communication additional resources in Organizational Communication and Experiential Learning are needed. Additional resources can be devoted to Popular Culture to reinforce the enrollments while the department determines its fate.

Historically the department has been well known for Organizational Communication and Popular Culture so some support in these areas is necessary to realize the former success in

these areas. Despite the shift the Department is a success, having attracted new faculty and maintained its enrollment of students as a department.

Please see the attached Review Schedule, which outlines the individuals that the Review Committee met with during the virtual site visit.

Please see the attached Four-Year Report (2018), which outlines the steps taken to continuously improve the program since the last review in 2013-14.

B. Program Strengths

The reviewers noted the following strengths:

The reviewers were asked to evaluate five programs in the department of Communication, Popular Culture and Film. While the quality of program delivery is overall quite strong in the department, there are some significant variations between the programs.

The BA Business Communication (Honours, Pass and with Major) is the department's largest program (by undergraduate major) and shows the strongest potential for further growth. The program capitalizes effectively on the department's expertise in Communication studies, which it combines via interdisciplinary collaboration with the school of business. The combination provides students with both critical research skills and applied training opportunities. With respect to the latter, internships and experiential learning opportunities play a significant role and have proven to be successful when sufficient resources are put in place. The program has some good core faculty members to guide the development but given its large number of majors (and compared to other programs in CPCF) additional faculty in the area of organizational communication are needed. Also, recent retirements among faculty who were key to the collaboration with the business school have left that interdisciplinary connection in need of reinforcement. Students expressed enthusiasm about this program and requested a greater number of upper-year course offerings and experiential learning opportunities.

The BA in Media & Communication Studies (Honours, Pass and with Major) is a successful program within the department that draws on both disciplinary and interdisciplinary expertise among the faculty members. The program is able to make good use of the courses offered by other programs in the department to provide students with a rich and varied set of options. The program's emphasis on critical approaches to communication and media is augmented by opportunities for media production and experiential learning.

The BA in Film Studies (Honours, Pass and with Major) is a slightly smaller, but still robust program within the department. It has a strong complement of established faculty members, as well as more junior faculty. These active researchers have an opportunity to shape their small program into an excellent undergraduate major, but it will involve some revision of the existing curriculum, which reflects the expertise and preoccupations of a previous generation of faculty members. Students in the Film Studies program appreciate the

opportunity to combine critical and analytic courses with offerings in media production, as well as experiential learning opportunities in the community.

The BA in Popular Culture (Honours, Pass and with Major) is a program that helped establish CPCF's reputation as a centre for media and communication research. While several members of this founding generation have now left Brock, the program continues to offer stimulating courses, albeit to a dwindling number of majors. Placed on a low-enrolment review, the program is consequently at a crossroads. It might be worth considering how the program could function as a minor or be more thoroughly integrated into the Media and Communication Studies program. While it seems to be the case that students value the interdisciplinary approach of the popular culture program, they appreciate the applied opportunities that come from the other programs (especially Business Communications).

The MA in Popular Culture program was discontinued and a new MA program in Communication, Media, Culture is being developed. The Popular Culture MA was successful for many years, but when some generational change took place in the department, many of the proponents for this program had departed. The new program will be a more accurate reflection of the current faculty member research expertise, and frames research in relation to experiential learning opportunities for graduate students.

C. Opportunities for Improvement and Enhancement

Recommendation #1

Build on the innovative and successful Business Communications program by extending experiential learning opportunities.

      Supporting text: ….To facilitate the growth of these opportunities and deepen their grounding in Communication Studies, additional faculty expertise in organizational communication is required…

The Department responded:

> CPCF has long recognized that additional faculty expertise in the field of Business Communication is needed in order to sustain the program. Over the last 4 years, CPCF has prioritized a requested position in organizational communication. The position is framed with an emphasis on modes of course delivery based on experiential learning. CPCF will continue to privilege this position in our faculty requests as a high priority choice for the next 5 years, or until granted.

The Dean of Social Sciences responded:

> I am in support of the department making a faculty request in the area of organizational communication/business communication/experiential learning a priority, keeping in mind that faculty position approvals are subject to budgetary processes in the Faculty, the Provost's office and the University.

ARC Disposition of the Recommendation

ARC considers the recommendation to be not accepted as it lies outside of the Committee's jurisdiction. ARC encourages the Department to extend experiential learning opportunities using existing resources, and in consultation with the Faculty of Social Sciences Experiential Coordinator. Additionally, the Committee expects that the Department will proceed through normal channels of advocacy for resources.

Implementation Plan
Recommendation not accepted as it lies outside of the jurisdiction of the Committee.

Recommendation #2

Develop program offerings on decolonization, particularly in the area of Indigenous Media and Popular Culture.
Supporting text: …*Although there is strong support for this among CPCF faculty members, additional faculty expertise in Indigenous Media is required….*

The Department responded:

CPCF addresses issues related to Indigeneity and decolonialization within its course offerings and has prioritized a position in the area of Indigenous media and culture in its last 3 faculty requests. Recognizing that the position reflects the University's strategic plan and vision, CPCF also notes that such a position would not only benefit CPCF students but also students in other programs. CPCF will continue to privilege this position in our faculty requests as a high priority choice for the next 5 years, or until granted.

The Dean of Social Sciences responded:

The Dean's office is in support of the reviewer's recommendation and the department's agreement that program offerings in Indigeneity and Decolonization be developed and highlighted. As well, I am in support of the department making an Indigenous hire a priority choice request, keeping in mind that faculty position approvals are subject to budgetary processes in the Faculty, the Provost's office and the University.

ARC Disposition of the Recommendation

ARC considers the recommendation to develop program offerings on decolonization to be accepted. However, budget allocations lie outside of the Committee's jurisdiction. Therefore, ARC expects that the Department will proceed through normal channels of advocacy regarding the hiring of additional faculty in the area of Indigenous Media and Popular Culture.

Implementation Plan (2nd Priority)	
Responsible for approving:	Department
Responsible for resources:	Department
Responsible for implementation:	Department
Timeline:	Dean of Social Sciences to report by the end of academic year 2023/24.

Recommendation #3

Streamline program requirements for CPCF programs by reducing the number of specified courses required.

The Department responded:

This is an issue that CPCF began to address just prior to the current Academic Review. With the review done, CPCF intends to assess the possibilities and viability of streamlining program requirements. Using our newly updated curriculum maps, we will consult with the Centre for Pedagogical Innovation on this matter. It is expected that the process will take place in an iterative fashion over the next three to four years. The degree program in Business Communication will not likely be a viable candidate for streamlining because it operates as a combined honours program in all but name.

The Senate Graduate Studies Committee responded:

[This recommendation is] for consideration of members of the department as they move forward with their program design.

The Dean of Social Sciences responded:

The Dean's office is in support of the Reviewer's recommendation and the Department's agreement to review its curriculum and stream program requirements to allow for greater flexibility in course offerings and program completion for students.

ARC Disposition of the Recommendation

ARC considers the recommendation to be accepted and in the process of implementation. The Committee expects that the Department will work with the Centre for Pedagogical Innovation and move forward as appropriate in the streamlining of program requirements.

Implementation Plan (1st Priority)	
Responsible for approving:	Department
Responsible for resources:	Department
Responsible for implementation:	Department
Timeline:	Dean of Social Sciences to report by the end of academic year 2022/23.

Recommendation #4

Create capstone courses for CPCF programs.

The Department responded:

The fourth-year experiential learning course (COMM/FILM/PCUL 4F00) is currently CPCF's only official capstone course but many of the year four seminar courses offer capstone-like projects, modes of delivery, and methods of assessment. CPCF intends to consider and assess the place of capstone courses and experiences in its curriculum over the next three to four years in order to determine the most effective and practical mix of experiences and courses for CPCF undergraduate students as well as for students in the new graduate program.

The Senate Graduate Studies Committee responded:

[This recommendation is] for consideration of members of the department as they move forward with their program design.

The Dean of Social Sciences responded:

The Dean's office is in support of the Reviewer's recommendation and the Department 's response that it will review its capstone courses and project offerings to enhance experiential opportunities for students at the undergraduate and potential graduate level.

ARC Disposition of the Recommendation

ARC considers the recommendation to be accepted and in the process of implementation. The Committee recognizes that the Department will consider creating capstone courses in the context of a larger discussion about curriculum.

Implementation Plan (1st Priority)	
Responsible for approving:	Department
Responsible for resources:	Department
Responsible for implementation:	Department
Timeline:	Dean of Social Sciences to report by the end of academic year 2022/23.

Recommendation #5

> **Evaluate feasibility of BA Popular Culture Program.**

The Department responded:

CPCF completed a Program Viability Report for the Popular Culture undergraduate program in tandem with the early stages of CPCF's Academic Review (March, 2021). A number of issues and suggested courses of action emerged from the report but, as noted in the introduction to this document, curriculum and/or program changes were delayed pending the opportunity to receive and consider the Reviewers' Report. The reviewers' suggestions align well with the department's analyses. Over the next five years, CPCF will survey its students with regard to the program in order to discern their views on the program, its field of study, and its place in their education. We will then consider and implement curriculum and program changes in a manner that best serves student interest in the area while simultaneously providing clarity of program form and purpose with regard to department program structure(s) and faculty support.

The Dean of Social Sciences responded:

The Dean's office supports the department's response to the Reviewer's recommendation to reconsider the place of popular culture as a field and to implement program changes that respond to student interest.

ARC Disposition of the Recommendation

ARC considers the recommendation to be accepted and in the process of implementation. The Committee believes that the Department and Dean are best suited to determine the viability of the program going forward.

Implementation Plan (1st Priority)	
Responsible for approving:	Department
Responsible for resources:	Department
Responsible for implementation:	Department
Timeline:	Dean of Social Sciences to report by the end of academic year 2022/23.

Recommendation #6

> **Improve condition and repair of classroom technology for film/media courses.**

The Department responded:

CPCF has a long history of technological issues with respect to its Film Studies program. Some of the problems arise from technological change, but most are related to communication and control problems related to the ongoing maintenance of, settings for, and access to existing

equipment and rooms. Moving forward, the department anticipates hiring a Digital Media Coordinator staff member in 2022 who will be able to act as a liaison with ITS and other relevant Brock units. Over the next one to three years, the department will seek to implement strategies in collaboration with ITS and others to resolve these ongoing issues.

The Senate Graduate Studies Committee responded:

[This recommendation] pertains to resource allocation and is outside of the purview of SGSC.

The Dean of Social Sciences responded:

I support the Departmental response to the Reviewer's recommendation to hire a Digital Media Coordinator .5 staff position to assist with developing strategies, in conjunction with ITS and other Brock units to resolve ongoing technical and communication issues for film and media courses.

ARC Disposition of the Recommendation

ARC considers the recommendation to be not accepted as it lies outside of the Committee's jurisdiction. It is expected that the Department will proceed through normal channels of advocacy for resources.

Implementation Plan
Recommendation not accepted as it lies outside of the jurisdiction of the Committee.

Recommendation #7

Develop stronger departmental culture (supports, incentives, mentorship) around funded research and grant funding.

The Department responded:

CPCF faculty have an impressive record of published research. We have pursued research grants and hired student research assistants when the work necessitated them. The department thus recognizes the significance and utility of a robust research culture — especially with regard to student mentoring and opportunities in the new graduate program. At the reviewers' suggestion, however, CPCF faculty will consider ways to enhance the profile of its research programs within our disciplines.

The Senate Graduate Studies Committee responded:

Faculty research falls within the BUFA Collective Agreement and is outside of the purview of SGSC.

The Dean of Social Sciences responded:

The Dean's office supports the departmental response to the reviewer's recommendation, noting that there are various avenues for applying for internal research grants within the Faculty and the wider University, to assist faculty members in developing proposals for successful external grants.

The Vice-Provost and Dean, Faculty of Graduate Studies responded:

I support this recommendation and appreciate the Unit's response. To attract and retain strong, research-based graduate students, it is important to provide research opportunities and financial support. While research-based students do receive an FGS fellowship, their need is greater than the amount we are able to offer. Having supervisors provide research fellowships (outside of employment) is an important aspect of graduate student support.

ARC Disposition of the Recommendation

ARC considers the recommendation to be accepted. The Committee believes that the Department is best positioned to determine appropriate strategies to develop a stronger culture around funded research, grant funding, and student support.

Implementation Plan (1st Priority)	
Responsible for approving:	Department
Responsible for resources:	Department
Responsible for implementation:	Department
Timeline:	Dean of Social Sciences to report by the end of academic year 2022/23.

Recommendation #8

CPCF should expand their support of student-focused extracurricular events.
Supporting text: …*CPCF could apply for a student ambassador for social events, rebounding from Covid isolation.*

The Department responded:

CPCF has a strong set of core student events, such as the O'Malley Lecture and Dobson Case Competition, the Brock University Film Series (a community-based film series), student film festivals, a speaker event for the experiential learning course, a career night featuring recent CPCF graduates, and end of term socials. If the recent survey of CPCF students indicates that engagement is low, we must consider the deleterious effects of COVID on student life over the last two years. Despite the obstacles posed by the pandemic, CPCF was able to mount online versions of the Dobson case competition and the 24hr Film Festival. Both events involved students in the organization and operational stages. The CPCF Student Society has been active and engaged in community building for several years (both before and during COVID). This is an obvious asset as we return from COVID. CPCF proposes to use the post-

COVID rebuild as an opportunity to take stock of its extra-curricular profile by surveying its students with respect to the kinds of experiences that they desire and find valuable (and why). In collaboration with its students, the department will then assess existing and potential extra-curricular offerings and events so as to best serve students, degree programs, and the local community.

The Dean of Social Sciences responded:

The Dean's office agrees with the reviewer's recommendation and the departmental response to increase and highlight opportunities for student engagement, including applying to hire a student ambassador available to units in the Faculty of Social Sciences as part of a Dean's Discretionary Fund Pilot Project.

ARC Disposition of the Recommendation

ARC considers the recommendation to expand student-focused extracurricular events to be accepted and in the process of implementation. However, budget allocations lie outside of the Committee's jurisdiction. Therefore, ARC expects that the Department will proceed through normal channels of advocacy regarding the hiring of a student ambassador.

Implementation Plan (1ˢᵗ Priority)	
Responsible for approving:	Department
Responsible for resources:	Department
Responsible for implementation:	Department
Timeline:	Dean of Social Sciences to report by the end of academic year 2022/23.

D. Summary of Recommendations:

First Priority:
    Recommendation(s) 3,4,5,7,8

Second Priority:
    Recommendation(s) 2

Not Accepted:
    Recommendation(s) 1,6

APPENDIX A

Communication, Popular Culture and Film
Cyclical Academic Review
Brock University

April 4,5,7, 2022
Via Videoconference

Meeting Connection Information:	
Platform:	Microsoft Teams
Meeting Name:	Review-CPCF
Join by Video:	**Click here to join the meeting**
Video Conference ID:	115 561 847 7
Join by Audio:	1-888-862-4985 CANADA
Phone Conference ID:	131 790 760#
Find a Local Number:	Find a local number	

FINAL Schedule

Monday, April 4	
10:30–11:15am	**Review Team Orientation:**
	Brian Power, Vice-Provost and Associate Vice-President, Academic
	Ingrid Makus, Dean, Faculty of Social Sciences
	Christina Phillips, Manager, Quality Assurance
11:15–11:30am	Transition
11:30–12:00pm	**Meeting with Department Chair**
	Sarah Matheson, Associate Professor
12:00–1:00pm	Lunch
1:00–1:45pm	**Program Committee**
	Dale Bradley, Assistant Professor
	Derek Foster, Associate Professor
	Peter Lester, Associate Professor
	Sarah Matheson, Associate Professor & Department Chair
	Penni Lafleur, Academic Administrator
1:45-2:00pm	Transition
2:00–2:30pm	**Faculty**
	Dale Bradley, Assistant Professor
	Anthony Kinik, Associate Professor
	Christie Milliken, Associate Professor
	Michelle Chen, Assistant Professor

2:30-2:45pm	Transition
2:45-3:15pm	**Academic Advising Supports** Penni Lafleur, Academic Administrator, Experiential Learning Facilitator Megan Johnson, Academic Advisor and Internship Coordinator
3:15–3:45pm	**Faculty** Russell Johnston, Associate Professor Liz Clarke, Assistant Professor Greg Gillespie, Associate Professor Marian Bredin, Professor
3:45-4:00pm	Transition
4:00-4:30pm	**Meeting with Graduate Program Director (GPD)** Marian Bredin, Professor

Tuesday, April 5

10:30–11:00am	**Administrative Supports** Tamara Milicevic, Administrative Assistant
11:00–11:15am	Transition
11:15–11:45am	**Faculty** Jackie Botterill, Associate Professor Tim Dun, Associate Professor Derek Foster, Associate Professor Sarah Matheson, Associate Professor & Department Chair
11:45–1:00pm	Lunch
1:00-1:45pm	**Meeting with Vice-Provost, Graduate Studies & Dean, Faculty of Graduate Studies** Suzanne Curtin
1:45–2:00pm	Transition
2:00-2:30pm	**Faculty** Bohdan Nebesio, Associate Professor Karen Louise Smith, Associate Professor Duncan Koerber, Assistant Professor Peter Lester, Associate Professor
2:30-3:00pm	**Adjunct/Sessional Instructors** Kate Cassidy, Adjunct Professor Bill Boehlen, Instructor

3:00-3:45pm	**Meeting with Students**
3:45-4:00pm	Transition
4:00-4:30pm	**Co-op, Career and Experiential Education** Cara Krezek, Director, Co-op, Career and Experiential Education Carolyn Finlayson, Experiential Learning Coordinator, Faculty of Social Sciences

Thursday, April 7

10:00–10:45am	**Meeting with Dean, Faculty of Social Sciences** Ingrid Makus
10:45–11:00am	Transition
11:00–11:45am	**Meeting with Provost and Vice-Provost, Academic** Lynn Wells, Provost and Vice-President, Academic Brian Power, Vice-Provost and Associate Vice-President, Academic
11:45–12:00pm	Transition
12:00–12:30pm	**Library** Justine Cotton, Librarian

Reviewers:	
Anne F. MacLennan	Associate Professor Department of Communication & Media Studies York University
Charles Tepperman	Associate Professor and Department Head Department of Communication, Media & Film University of Calgary
Laura Cousens	Associate Professor Sport Management Brock University

APPENDIX B

Communication, Popular Culture and Film
Graduate and Undergraduate Program Review
Four-Year Report (2018)

A. Summary of Review

This review was conducted under the terms and conditions of the IQAP approved by Senate on June 6, 2011.

1. The academic programs offered by the Department of Communication, Popular Culture and Film which were examined as part of the review were:
    BA Honours Film Studies
    BA Honours Popular Culture Studies
    BA Honours Media & Communication
    BA Honours Business Communication
    MA Popular Culture

2. The Review Committee consisted of two external reviewers: Christine Ramsay (University of Regina) and David Taras (Mount Royal University) and an internal reviewer: Michael Carter (Brock University).

3. The site visit occurred on March 16-18, 2014.

4. The Final Assessment Report was approved by Senate on December 3, 2014.

5. The reviewers assigned the following Outcome Category: Category 2, "Good Quality".

6. The next review of the graduate and undergraduate programs in the Department of Communication, Popular Culture and Film will be in 2021/22.

B. Recommendations

The reviewers provided 15 recommendations.

Recommendation #1(a)

Add a four-year pass degree…   **ARC Disposition of the Recommendation**   ARC considers the recommendation to be accepted and implemented.   **Implementation Plan**   No further action required.

Explanation of Actions Taken, Status and Result:
Adding a four year pass degree has certainly increased the number of students who stay for year four. While these students don't qualify for honours, they often stay for and thus populate our experiential learning class. Since they have to be in a four year program to get into the EL course, this has helped staunch attrition. The numbers for the addition of the four-year pass include: 2015 – the first year it was implemented: June 2015 – 10; Oct 2015 – 4; June 2016 – 20; Oct 2016 - 25; June 2017 - 24; Oct 2017 – 16. Clearly, result of this action has been beneficial to the Unit.

Recommendation #1(b)

… and [add] 4th year Film courses to help staunch attrition.   **ARC Disposition of the Recommendation**   ARC considers the recommendation to be under consideration and expects that this issue will be addressed during the curriculum review process. The Department response suggests that the Unit is already considering appropriate strategies to move forward on this issue.   **Implementation Plan (1st Priority)**   Responsible for approving: Department   Responsible for resources: Department   Responsible for implementation: Department   Timeline: Dean of Social Sciences to report by end of academic Year 2014/15

Actions Taken	Year Action Started	Year Action Completed
Action #1 Department undertook a comprehensive review of the Film curriculum as part of a Department-wide curriculum review. Changes include:	2013	2015
Action #2 Splitting FILM 2F90 into two half courses (FILM 2P90 and FILM 2P99 to help with retention.	2015	2017
Action #3 Adopting several cross-listed courses with MIWSFPA including VISA 2P97: Digital Video Art, VISA 2P99: Into to Sound Design, and DART 1F01: Acting for Non-majors as well as a new cross-listing course with Modern Languages, Literatures and Cultures: SPAN 2P95: Latin and Iberian Film as a move to bolster retention and increase choice for our students, particularly in response to demand for more production hands/on experience.	2013	2017
Action #4 Creation of a new fourth year production class FILM 4P28: Special Topics in Video Production to meet with production demands of our students and encourage them to complete the four year degree.	2015	2016

Explanation of Actions Taken, Status and Result:

Our extensive Department-wide curriculum review has enabled us to accomplish more with less. By eliminating a few courses and putting others into rotation, we have been able to offer a few more courses to our Honours cohort. The new Business/Digital COMM hire has expanded the fourth-year offerings by developing a popular course in Big Data which serves our often underserved fourth year Business COMM majors. We hope our new ILTA hire in Business COMM (July 2018) might enable the development of one more fourth year course principally dedicated to our Business COMM majors, since they are our largest cohort.

The new fourth year media production class (FILM 4P28) is slowly gathering momentum through word-of-mouth and feedback has been very positive. It is our hope that, by expanding our production offerings (see above), we can move toward to keeping all of our best film majors for the four year degree rather than lose the best and the brightest to our collaborative program with Fanshawe College after third year. Feedback from our students about the Fanshawe programs has been on the negative side of mixed.

Recommendation #1(c)

Consider raising the entrance requirement to enhance program prestige.

ARC Disposition of the Recommendation
ARC considers the recommendation to be not accepted.

Implementation Plan
Recommendation not accepted.

Recommendation #1(d)

Ensure more egalitarianism in supervision.

ARC Disposition of the Recommendation
ARC considers the recommendation to be not accepted as it lies outside of the Committee's jursidiction. However, the Committee considers it to be worthy of consideration. ARC believes the Department is best-positioned to determine strategies to move forward on this issue within Collective Agreement guidelines.

Implementation Plan
Recommendation not accepted.

Recommendation #2 (a) and (b)

a) Classrooms are overused and the 15-year-old technology needs to be revamped and
b) Create a dedicated screening facility for film

ARC Disposition of the Recommendation
ARC considers the recommendation to be not accepted as it lies outside of the Committee's jurisdiction. However, the Committee agrees that updated technology and access to the dedicated screening facility are essential requirements for the delivery of the program. The Committee believes that access to AS215 should be prioritized for classes in the program even if there are small numbers of students in the room. The Committee will bring this recommendation to the attention of Senate's Information Technology and Infrastructure and Teaching and Learning Committees.

Implementation Plan
Recommendation not accepted.

Actions Taken	Year Action Started	Year Action Completed
Action #1 ARC considered these recommendations to be not accepted as they lie outside of the Committee's jurisdiction, but undertook to bring them to the attention of relevant Senate committees.	2015	2016
Action #2 Redeployment of space following the move of MIWSFPA allowed for a dedicated screening space to replace AS 456. This room, ST 102, was renovated with updated equipment and made ready for Fall 2016	2015	2016

Recommendation #2(c)

Maintain ongoing support to the learning internship with This is My Niagara.

ARC Disposition of the Recommendation
ARC acknowledges the challenges faced by the Department due to changes in the budgeting process which have resulted in a net decrease of support for the learning internship. The Department and Deans have indicated that they remain committed to ongoing support for this program and therefore the Committee considers the recommendation to be accepted and implemented.

Implementation Plan
No further action required.

Actions Taken	Year Action Started	Year Action Completed
Action #1 Support for the internship program has been entrenched in the Departmental budget and in responsibilities of Departmental staff.	2015	2016
Action #2 Supervision of internships is included among the potential possibilities of the new ILTA position.	2017	2018

Explanation of Actions Taken, Status and Result:

Maintaining existing community contacts, and the ongoing work of recruiting new ones, remains a critical component of our EL course and we rely very heavily on the hard work

of our administrative staff for this task. Since we are now adding a similar course to our M.A. PCUL degree, we would like to make a strong case for reassessment of the CPCF Coordinator's job description. While each faculty has a dedicated EL person, the time-consuming work required to run an experiential learning course with 50+ student placements per year is significant and well beyond the purview of the FOSS-Faculty-wide assistance available to us.

Recommendation #2(d)

Move TA offices closer to the department offices.

ARC Disposition of the Recommendation
ARC considers the recommendation to be not accepted as it lies outside the Committee's jurisdiction. The Department and Deans have indicated they are proceeding through normal channels of advocacy for these resources.

Implementation Plan
Recommendation not accepted.

Actions Taken	Year Action Started	Year Action Completed
Action #1 As a result of the move by certain units to the Marilyn I Walker School of Fine and Performing Arts, space on the main campus has been freed up for TA offices. This new space is adjacent to departmental offices.	2014	2016

Recommendation #3(a)

Hire a Business Communication specialist.

ARC Disposition of the Recommendation
ARC considers the recommendation to be not accepted as it lies outside of the Committee's jurisdiction. The Committee expects that the Department will proceed through normal channels of advocacy for these resources.

Implementation Plan
Recommendation not accepted.

Actions Taken	Year Action Started	Year Action Completed
Action #1 Although ARC did not accept this recommendation, the Department sought this position through normal channels and a tenure-track position in Business Communication with a Digital focus was advertised and a person was hired.	2015	2015
Action #2 We also made a successful request – through normal channels - for an ILTA position in Business Communication in Fall 2017 and are currently waiting for the deadline for submission of applications for that position.	2017	2018

Recommendation #3(b)

Hire a Digital Culture/Media specialist (possible specialties include emerging technologies; transmedia, games studies, social media; media literacy

ARC Disposition of the Recommendation
ARC considers the recommendation to be not accepted as it lies outside of the Committee's jurisdiction. The Committee expects that the Department will proceed through normal channels of advocacy for these resources.

Implementation Plan
Recommendation not accepted.

Actions Taken	Year Action Started	Year Action Completed
Action #1 The new tenure-track faculty member was hired in July 2015 for the Business Communication position. This person's area of research greatly enhances the digital expertise available in the department.	2015	2015

Recommendation #3(c)

Explore the possibility of a CRC in one of the areas of strength (Film or Popular Culture) or in the new area of Digital Culture/Media.

ARC Disposition of the Recommendation
ARC considers the recommendation to be accepted and in the process of implementation.

Implementation Plan (1st Priority)
Responsible for approving: Department
Responsible for resources: Department
Responsible for implementation: Department
Timeline: Dean of Social Sciences to report by end of academic
                                     Year 2014/15

Actions Taken	Year Action Started	Year Action Completed
Action #1 The Department submitted an application in the internal competition in Summer/Fall 2014 for a Canada Research Chair in Digital Media. The application was unsuccessful.	2014	2015

Recommendation #3(d)

Replace the 10-year LTA in Film with a tenure-track position.

ARC Disposition of the Recommendation
ARC considers the recommendation to be not accepted as it lies outside of the Committee's jurisdiction. The Committee expects that the Department will proceed through normal channels of advocacy for these resources.

Implementation Plan
Recommendation not accepted.

Explanation of Actions Taken, Status and Result:

We underscore the fact that even as our department continues to grow and we have been granted two retirement replacements, we have **lost** two long term LTAs in the past five years.

Recommendation #3(e)

Create a plan to manage the transition into retirement of several key senior faculty members (particularly in Film).

ARC Disposition of the Recommendation
ARC considers the recommendation to be accepted. The Committee expects that this planning will form part of the curriculum review process.

Implementation Plan (1st Priority)
Responsible for approving: Department
Responsible for resources: Department
Responsible for implementation: Department
Timeline: Dean of Social Sciences to report by end of academic year 2014/15

Actions Taken	Year Action Started	Year Action Completed
Action #1 Chair successfully negotiated with Dean and Provost for replacements for two retiring faculty after undertaking a comprehensive review of curriculum to determine areas of greatest need.	2015	2016
Action #2 The department hired a new tenure-track Film Studies colleague to replace one of our two retirements (July 2016).	2015	2016
Action #3 The department hired a new tenure-track Film/Popular Culture colleague to replace our second retirement (July 2017).	2016	2017

Recommendation #3(f)

Encourage current faculty of the importance of securing funding to enhance graduate and undergraduate programs.

ARC Disposition of the Recommendation
ARC considers the recommendation to be not accepted as it lies outside of the Committee's jurisdiction and has implications with regard to the Collective Agreement. The Committee recognizes that the Department and Deans have indicated support for this recommendation in their responses.

Implementation Plan
Recommendation not accepted.

Explanation of Actions Taken, Status and Result:

While this recommendation was not accepted by ARC, here is a sample of some of the successful grant applications of our Faculty in the past three years:

Karen Smith – Mozilla Research Grant – 2017 – "Ad-ons for Privacy: Open Source Advocacy Tactics for Internet Health" - $32,250

Karen Smith, "Project Open Source Open Society," Social Justice Research Institute – 2017-2018 - $7,000

Karen Smith – Council for Research in the Social Sciences – 2015-17 - "Leaning to Code and Engage with Open Data" - $2000

Peter Lester - CRISS - March 2017 "Gauges of War: Sixteen Millimetre Film in Wartime Canada" - $2921

Peter Lester – BSIG – December 2017 - "Reconstructing the Past, archiving the future: An Institutional Memory Project" - $4568

Scott Henderson, CRISS – 2017 - Research Assistant Program - $2000

Cristina Santos – CRISS – 2017 – Research Assistant Program - $5000

Marian Brediin – CRISS – 2014 – Transmedia Research Group - $2000

Recommendation #4(a)

Institute one third or fourth year production course with two editing suites (high end Macs).
ARC Disposition of the Recommendation
ARC considers the recommendation to be under consideration. The Committee expects that this issue will be addressed during the curriculum review process.
Implementation Plan (1ˢᵗ Priority)

Responsible for approving:	Department
Responsible for resources:	Department
Responsible for implementation:	Department
Timeline:	Dean of Social Sciences to report by end of academic year 2014/15

Actions Taken	Year Action Started	Year Action Completed
Action #1 The Department undertook a comprehensive review of the Film curriculum as part of a department-wide curriculum review. Among a host of new cross-listings (see comments under recommendation 1(b), a new fourth year production class was introduced in Fall 2016 and has now successfully run twice.	2015	2016

Explanation of Actions Taken, Status and Result:

Thus far, we have not had to update our editing suite, since it continues to perform well with the existing software. An upgrade in the near future will likely be necessary, given the endless often minor teach upgrades and forced obsolescence of information and communication technologies and their ruthless, unsustainable business models.

Recommendation #4(b)

[Curriculum changes in emerging fields such as:] Digital cultures/media/e-commerce.

ARC Disposition of the Recommendation
ARC considers the recommendation to be under consideration. The Committee expects that this issue will be addressed during the curriculum review process.

Implementation Plan (1st Priority)
Responsible for approving:	Department
Responsible for resources:	Department
Responsible for implementation:	Department
Timeline:	Dean of Social Sciences to report by end of academic year 2014/15

Actions Taken	Year Action Started	Year Action Completed
Action #1 The tenure-track faculty member hired in July 2015 has added a course in Big Data at the fourth year level.	2015	2016
Action #2 Following extended consultation, our UPC submission for 2016-17 led to modification and revisions to the language of all of our COMM courses that incorporate digital media and digital culture studies. This includes COMM 1F90, COMM 2P90, COMM 2P91, COMM 3P90, COMM 3P92 as well as changes to our Concentration in Digital Culture and our Minor in Digital Culture.	2015	2017
Action #3 A second-year digital culture course (2P26, 2P90 or 2P91) is now required by both Business Comm and Media Comm majors to provide sufficient background for upper year courses.	2017	2018

Section C – Summative Analysis and Evaluation

1) **To what extent has the Unit achieved the improvements suggested by the reviewers?**
   Overall, the impact of the program review was a productive exercise for CPCF and we have responded to all of the reviewers' recommendations that fell under the purview of our responsibilities. We have acted upon "First Priority" Recommendations 1 b) adding fourth year film courses to help staunch attrition; 3 c) making a bid for a CRC in one of our areas of strength (unsuccessful); 3 e) managing the retirement and replacement of three faculty members in the past five years; and 4 b) making several significant changes after extensive Department-wide curriculum review by adding to our digital cultures/media/ecommerce offerings. And we have eliminated or moved other courses into rotation for greater efficiency. In sum, we have responded to suggestions for improvement offered by the reviewers in a timely and dedicated manner.

2) **What overall impact has it had on the Unit's programs?**
   As several senior faculty members in Film have retired, it has been crucial to think about how the department can simultaneously remain true to its strong disciplinary roots in Film Studies and keep pace with emerging media, digitization, and the changing field of media studies more broadly. The review process enabled this kind of critical, self-reflective thinking about potential academic and scholarly responses to the rapidly changing media environment. As part of our curriculum review, we eliminated several courses, modified and moved others into rotation, increased our fourth-year offerings, and split a second-year full credit film course into two halves to help staunch attrition.
   We have also mobilized the Department to re-engage with other disciplinary units at Brock with whom our previous partnerships had lapsed (for example, VISA and DART). This allowed us to increase choices for our majors by giving them more course options from these other units. It is our hope that by better servicing the student demand for more hands-on media production experience through MIWSFPA and our own offerings, we can keep our strongest cohort of Film majors here at Brock for all four years of their degree program rather than have them move on to collaborative programs such as Fanshawe after year three. We have done all of this with a relatively small increase in our full-time faculty. While we have hired two new faculty to replace retirements in Film and Popular Culture and added a new tenure track position in Business Communication and Digital Media, we have also lost two consistently renewed LTA positions, one in Film and one in COMM/Popular Culture.

3) **Is the Unit adopting a process of continuous quality improvement for its programs?**
   As part of the expansive review process, we have been compelled to think about *how*

we want the programs we offer to evolve and grow. Business Communication continues to be our area of strongest growth and we are challenged to find ways to best serve those students. As part of that effort, we hope the addition of a three-year ILTA position (July 2018) will help to provide greater consistency and stability in the course requirements for those majors, particularly in first and second year. Since we experience a significant influx of Business Communication majors in second year – particularly students migrating out of the Goodman School – it is crucial for our majors to get the necessary background and supports to succeed in their upper year courses in Communication. The Digital media component of the COMM program is also showing enormous strength as a result of our revamped course offerings, our new hire, and increased student demand.

4) **How well do the programs now align with Brock University strategic priorities?**
   CPCF has been a leader in the development of Experiential Learning for the past seven years and this student-centred, experience-based course in fourth year continues to be supported by the unit and by FOSS more generally. This clearly aligns with both the Experiential Learning and Community Engagement aspects of Brock's Strategic Plan, as does our ongoing Brock University Film Society (BUFS), now in its third decade. The experiential learning course is in high demand and is a hugely beneficial component of the degree for all of our majors and for the community more broadly. It is keeping many students, who might otherwise leave with a three-year degree, at Brock for a fourth year in order to gain valuable workplace experience and to engage with various organizations around the region: a win-win situation. We hope that the staff and resources required to maintain community contacts and run a complex course such as this will continue given the increasing enrolments that this course continues to garner, and our recent decision to add a graduate level experiential learning for our MA PCUL degree.

5) **How does this review and its results position the programs as the Unit moves into the next review cycle?**
   Looking forward, to help prepare for the next review cycle, the Chair of our Curriculum Committee will begin the process of curriculum mapping this spring in advance of our annual department retreat (May 2018). We are also facing two more retirements in 2019/20 for which we must prepare. Overall, this review has enabled the kind of critical self-reflection and decisive action that has made CPCF simultaneously stronger and more nimble. We have come together to respond to recommendations in a consultative and productive way.

   We are a growing department, ever mindful of working collaboratively to deliver the best student experience we can provide and modifying our curriculum accordingly. We are cultivating new relationships with programs across the university and working to

improve paths to student retention and success. We have participated in a FOSS-wide retention initiative (2017/18) geared specifically to our first-year students by hiring a TA/facilitator to run workshops for those students struggling in our large intro classes (COMM 1F90 and FILM 1F94). Finally, we would add that CPCF runs as a financially sound, efficient and responsible unit. We believe that this positions us well moving into the next Program Review (2021/22) and into the Provincial Enrolment Corridor regime.

D. ARC Final Summary

In final summary of the 2013/14 cyclical academic review of the programs offered by the Department of Communication, Popular Culture and Film, ARC has determined the following:

1. The Reviewers' Recommendations have been addressed satisfactorily.

2. The Unit has established a direction for next steps as it prepares for the next review cycle.

3. The Unit has achieved a broad-based, reflective and forward-looking self-assessment.